

**CITY OF DELTONA, FLORIDA  
SPECIAL CITY COMMISSION MEETING  
SATURDAY, APRIL 25, 2015**

A Special Meeting of the Deltona City Commission was held on Saturday, April 25, 2015 at the City Hall Commission Chambers, 2345 Providence Boulevard, Deltona, Florida.

**1. CALL TO ORDER:**

The meeting was called to order at 1:00 p.m. by Mayor Masiarczyk.

**2. ROLL CALL:**

Mayor	John Masiarczyk	Present
Vice Mayor	Nancy Schleicher	Present
Commissioner	Heidi Herzberg	Present
Commissioner	Mitch Honaker	Present
Commissioner	Chris Nabicht	Present
Commissioner	Diane Smith	Present
Commissioner	Brian Soukup	Present
Acting City Manager	Dale Baker	Present
City Attorney	Becky Vose	Present
City Clerk	Joyce Raftery	Present

**3. INVOCATION & PLEDGE TO THE FLAG:**

Silent invocation presented by Mayor Masiarczyk.

**4. NEW BUSINESS:**

Mayor Masiarczyk turned the meeting over to W.D. Higginbotham to introduce the first candidate Mr. Brillhart. He stated the interviews will last about 30 minutes with the other two (2) candidates opting as a courtesy to sit outside of the Commission Chambers.

**MICHAEL BRILLHART:**

Mayor Masiarczyk offered Mr. Brillhart the opportunity to make some opening remarks.

Mr. Brillhart stated he appreciated the opportunity to come today to spend a few minutes with the Commission to introduce himself and let the Commission know who he is and about his interest in serving as City Manager.

1. Commissioner Soukup thanked Mr. Brillhart for coming and stated Deltona is a bedroom community that is trying to promote economic development and become allies with the local businesses in the community and he asked what Mr. Brillhart would do to improve that process with local businesses and bring in new businesses.

Mr. Brillhart answered that is a tough challenge and like all communities Deltona needs to have a vision, an image of who the City is and a brand and to some extent the elected body does not know what that image is. He stated the next manager needs to work with the community and the Commission to find out who you are, who you want to be in a few years and how you are going to get there, branding will be difficult but it is critical to the City's future and developing that image will require the citizens working with the City and the business community to determine where the

1 City wants to be in five (5), 10, 15 years.

- 2
- 3 2. Commissioner Soukup stated when he first met Mr. Brillhart he thought he was very laid  
4 back and passive and this city is very demanding, the city needs leader and the more  
5 Commissioner Soukup spoke with Mr. Brillhart the more he grew on him. He asked Mr.  
6 Brillhart if he feels he can make the tough decisions that need to be made with the City  
7 Commission and employees.  
8

9 Mr. Brillhart answered at times he is a leader, sometimes a listener and lets others lead, so it depends  
10 on the situation and he is very good at knowing and learning what to do at that moment. He stated he  
11 will listen to what needs to be done and come up with a leadership quality at that moment that is  
12 most critical.  
13

- 14 3. Commissioner Herzberg thanked Mr. Brillhart for coming and she asked when you were  
15 down in St. Lucie County could you correlate some things there that you see in Deltona  
16 and what type of development tools did you use that could be a vision for the City.  
17

18 Mr. Brillhart answered there are some components there that would benefit you like the use of  
19 business incentives in St. Lucie County; in fact when Sarasota and Hillsborough Counties were  
20 involved in developing the first ad valorem tax abatement program he was contacted and he was  
21 useful to those counties in establishing a business community as in Clearwater in Pinellas County  
22 and can use some of those things. He stated when those areas were growing it was a process of  
23 listening to citizens, developing a program to make a better community over time which is what it  
24 will take here. He stated listening to the community, finding the best approach and developing a  
25 program where we make changes will help us.  
26

- 27 4. Vice Mayor Schleicher stated there was a general feeling everyone was pleased with all  
28 the candidates and she asked Mr. Brillhart to walk her thru how he would or has in the  
29 past worked with conflict within a department, between a City Manager and a department  
30 or a City Manager and the Commission.  
31

32 Mr. Brillhart stated conflict is always going to occur it is just a matter of if and when and who will  
33 be the conflicting agent. He stated he knows wherever he works there will be issues that will not be  
34 pleasant to deal with and when dealing with staff he listens to the conflict, develops an  
35 understanding of what is occurring so he can develop a solution. He stated conflict is not always bad,  
36 it is actually good because if he does not hear of any conflict then he thinks everything is burning on  
37 all cylinders which is never the case so conflict is a good change agent.  
38

- 39 5. Commissioner Nabicht thanked Mr. Brillhart for being here and he stated he received in a  
40 background check a copy of an article from 1989 where Mr. Brillhart plead no contest on  
41 a felony charge in Pinellas County and he asked Mr. Brillhart to explain.  
42

43 Mr. Brillhart stated since the age of four (4) years old he was a dependent diabetic and during that  
44 incident he suffered a severe insulin reaction and did not know where he was, walked into someone  
45 else's apartment not knowingly, was arrested and taken to the hospital and suffered a very personal  
46 and difficult situation in his life. He stated since that time he has made major adjustments to his life  
47 with his family and great people he worked with and moved forward and done great things; he is not  
48 afraid to admit it was a difficult situation and some 27 years later he still does not understand.

- 1           6. Commissioner Honaker asked Mr. Brillhart in the past how he handled dealing with input  
2           from business groups or stakeholders.

3  
4           Mr. Brillhart answered he would not want to do anything without stakeholders and everything he has  
5           done that has been successful has been with internal and external stakeholders, some not enjoyable  
6           to work with on a minute by minute basis but without stakeholders' input he would not have been  
7           able to accomplish what he did in locale government.

- 8  
9           7. Commissioner Smith thanked Mr. Brillhart for the opportunity to spend some time here  
10          today. She stated she was sure he had given lots of thought to being chosen as City  
11          Manager and she asked what his 1<sup>st</sup> priority to bring to the city will be.

12  
13          Mr. Brillhart answered on day one he would find out what some of the issues are and major  
14          problems; work with the Commission and staff, find out what the business community thinks are the  
15          major issues, what Volusia County believes the issues/problems are with Deltona, do a lot of  
16          listening and provide the Commission with positive points, an overview and provide feedback of  
17          what he sees as concerns and questions. He stated he would work with the community for at least 6  
18          months on what he called a fact finding mission while he develops what he thinks are some needed  
19          solutions.

- 20  
21          8. Mayor Masiarczyk asked Mr. Brillhart when he started considering Deltona what  
22          impressed him most about the City and what is the most unpleasant part of the City.

23  
24          Mr. Brillhart answered the positive was he saw this as a tremendous challenge; this is a challenging  
25          community to manage effectively and the City will not have success bringing in someone without  
26          some components in their professional life to help the City address the concerns or Deltona will be  
27          the same community it always has been. He stated the City needs new thoughts and ideas brought in  
28          and the negative side is unfortunately there are a lot of things that have to be addressed  
29          organizationally, strategically like working in relationship with external parties. He stated Deltona is  
30          in a large region and every community in the region has its own unique challenges and Deltona will  
31          succeed when it works with the regional jurisdictions.

- 32  
33          9. Commissioner Soukup stated Mr. Brillhart has served both in state and out of state and he  
34          asked what are some of the things from Massachusetts can you bring that will make the  
35          City better and make us unique from the surrounding cities.

36  
37          Mr. Brillhart answered he would bring some things that at 1<sup>st</sup> will not be enjoyable to listen to but  
38          these are things that other communities have done that Deltona may not accept for example he will  
39          bring in things that are different from a financial point of view such as types of financing and to be  
40          honest he does not like CRA's because bureaucratically they are a nightmare but there are  
41          components of main street programs like increment financing that can be beneficial when looking at  
42          specific types of projects and developing financing schemes to help develop cluster industrial and  
43          professional commercial.

- 44  
45          10. Commissioner Herzberg asked Mr. Brillhart what motivates you.

46  
47          Mr. Brillhart answered a lot both personally and professionally stating he jokes with staff that having  
48          four (4) kids and running a family is like running the military; you have to be able to make quick

1 changes and have quick answers even if it is not the right one because someone is expecting you to  
2 do something and that is what he brings to the table. He stated that on a day to day basis he may  
3 have fights at home and with staff but he makes sure everything is moving forward no matter the  
4 circumstances.

5  
6 11. Vice Mayor Schleicher stated going back to Mr. Brillhart's leadership style she asked  
7 how often he meets with department heads and each of the City Commissioners, how  
8 often he gets out into the community and what type of leadership skills does he possess.

9  
10 Mr. Brillhart answered he meets with staff biweekly basis as he feels it is not affective to meet week  
11 to week because it takes away time that staff could be working on other things, sometimes he meets  
12 every 3 weeks and sometimes he has to meet more frequently. He stated he likes meeting  
13 individually with the City Commissioners because it gives him the opportunity to see their concerns  
14 and get a better understanding, deals with staff individually and has an open door policy with the  
15 community so anyone can come in and talk with him because it helps provide one on one data  
16 outside a general meeting setting.

17  
18 12. Commissioner Nabicht asked who do you admire most and why.

19  
20 Mr. Brillhart answered his wife because she puts up with him and that is not easy doing, he likes  
21 people that challenge him to bring forward ideas, his staff challenges him each day and he allows  
22 them to bring new ideas for example he has an Americourse staff director that always brings things  
23 to him that the county has not ever done before such as a succession plan that he brought in which  
24 his elected body did not want to do because they as a body want to determine who to bring in as  
25 department staff. He stated we need to have projects and programs that are not being done in the  
26 community and listen to different individuals' thoughts which would normally not be brought  
27 forward.

28  
29 13. Commissioner Honaker stated knowing that 70% of the budget is dedicated what budget  
30 cutting ideas Mr. Brillhart might have to trim or manage the other 30%.

31  
32 Mr. Brillhart answered he cannot make suggestions until he views the budget but he has cut his  
33 budget 2.2% in the county and he has done budget cutting in past as mandated or on a what's best  
34 for the community basis, would look at overall budget and see where cuts need to be made, may or  
35 may not be made and make recommendations. He stated he doesn't like to make cuts across the  
36 board and would look at the budget very comprehensively on a performance basis.

37  
38 14. Commissioner Smith asked to go back to a previous answer regarding Deltona being a  
39 challenging community and things needing to be addressed and at first glance that comes  
40 off as negative and she asked Mr. Brillhart to give specific examples of why you describe  
41 Deltona as challenging and one (1) or two (2) important things that need to be addressed.

42  
43 Mr. Brillhart stated if say he was in Atlanta and someone says "oh" you are from Florida and what  
44 part and if he says Orlando, everyone knows Mickey Mouse, if he says Sarasota, people know the  
45 coast, Mount Dora, everyone knows about the historic and shopping areas but if he says Deltona  
46 nobody knows what it is, the image or what the community is about, Deltona needs a brand and  
47 image so when he is in Chicago and you talk about Deltona they will know where it is, what the  
48 community is about with an image that may not be there today so it will be a challenge to work with

1 the Commission but it needs to be accomplished.

2  
3 15. Nabicht stated Mr. Brillhart visited with citizens and business people this morning and  
4 what did you learn about any issues needing to be addressed.

5  
6 Mr. Brillhart answered he spoke with people from different backgrounds and different thoughts and  
7 one driving force in discussions is job creation, developing an opportunity where business can grow  
8 or locate or relocate here, economic development is critical in the minds of the public, need to  
9 identify the best way to move forward over the next several years.

10  
11 16. Vice Mayor Schleicher stated Mr. Brillhart gave a broad definition of conflict and how it  
12 would be dealt with but could he give a specific example.

13  
14 Mr. Brillhart answered in his current employment there is a conflict over budget; he proposes a  
15 larger budget than what his board so over last 3 months he has been dealing on a day to day basis  
16 with the budget challenging his two (2) boards on what needs to be done to come under what the  
17 current budget is yet still be as effective as before.

18  
19 17. Commissioner Honaker asked Mr. Brillhart to discuss the purpose and use of a strategic  
20 plan.

21  
22 Mr. Brillhart answered a strategic plan looks at the overall community, its identified values, what are  
23 the resources needed to move forward to implement that strategic plan so, it is very comprehensive,  
24 it allows a voice from the business community to determine how to implement the vision, he feels a  
25 plan needs to be done now with a new vision and determination on how to move forward and would  
26 be the very first thing on his plate the very first day he starts here.

27  
28 18. Mayor Masiarczyk wrapped up by saying this is a very diverse community with a large  
29 Latino population, African American population and others and there is a lot of concern  
30 in the community about how we move forward addressing concerns that have been  
31 expressed and asked if Mr. Brillhart had any experiences with that.

32  
33 Mr. Brillhart answered when he was at St. Lucie County he had been contacted by the President of  
34 the Nation of Liberia because he had success working with community colleges and the community  
35 as a whole on looking at job creation, educational improvements and was asked if the county could  
36 help put together a plan to help them identify things the county had done and what Liberia can do to  
37 benefit the nation. He stated the county allowed staff to open doors to an operational plan for them  
38 that the Nation of Liberia can look at and say St. Lucie has done things that can be beneficial and  
39 that type of outreach is critical so others can say "we've seen what you've done now how can you  
40 help us".

41  
42 Mayor Masiarczyk thanked Mr. Brillhart for coming down and he hoped Mr. Brillhart enjoyed  
43 himself and that the Commission will be making a decision later this afternoon.

44  
45 **PATRICK SALERNO:**

46  
47 Mr. Higginbotham introduced the 2<sup>nd</sup> candidate Patrick Salerno.  
48

1 Mayor Masiarczyk offered Mr. Salerno the opportunity to make some opening remarks.

2  
3 Mr. Salerno stated he appreciated the opportunity to be considered for the City Manager's position  
4 and he shared information about his family as it is important. He stated he met his wife in DeLand,  
5 she was a Deltona high grad, they have a daughter who just completed her second master's degree, a  
6 son who just finished his second master's degree and two (2) cats. He stated in their spare time they  
7 like to go to the beach, out to dinner, attend sporting events, see live theatre and it is important to  
8 know where he has been and where he is going. He stated after obtaining his bachelor's degree and  
9 his master's degree he went to work for the City of Oklahoma City as an intern where he went from  
10 getting coffee for the mayor to writing speeches and then progressed to holding senior management  
11 levels in operations related to budget, police and public works which lead to a career that has  
12 spanned 35 years, 23 years as a Florida city manager. He stated he also served some noteworthy  
13 counties such as Cobb County, Chatham County, as assistant county manager in Volusia and most  
14 recently as city manager for the City of Sunrise and Coral Gables and he is looking for his next  
15 challenge. He stated Deltona offers many challenges with high expectations from the City  
16 Commission and its residents and is a community that has yet to live up to its potential. He stated he  
17 has a track record of things you need to get done giving an example that he took Sunrise that is  
18 almost identical to the City to Deltona and transformed it into a major corporate, retail and  
19 entertainment destination, he built reserves from nearly nothing to \$40 million, lowered the property  
20 tax rate 13 consecutive years, built the largest corporate office park in South Florida, the 4<sup>th</sup> largest  
21 shopping mecca in the country, the 2<sup>nd</sup> largest sports arena, a mixed use project worth \$1.5 billion  
22 with condos, 900,000 square feet of office space and 500,000 square feet upscale commercial all on  
23 65 acres. He stated in Coral Gables he built the reserves to \$37 million during the recession, lowered  
24 the tax rate for 3 consecutive years, funded all capital needs and attracted an international developer  
25 to build a 500,000 square foot mixed use project with hotel, office and upscale retail. He stated he is  
26 the only candidate with city manager experience in Florida and does not need any training.

- 27  
28 1. Commissioner Soukup stated he had looked through Mr. Salerno's resume and sees Mr.  
29 Salerno is very accomplished but sometimes Mr. Salerno does not get along with the City  
30 Commission and staff very well and rotated through staff and he asked Mr. Salerno do you  
31 value peoples input or is it always your way or the highway.

32  
33 Mr. Salerno answered the City of Coral Gables wanted him to turn the organization around where  
34 staff had become complacent and lazy and they were not the most competent individuals which was  
35 the inherited legacy; the City was broke and staff didn't tell the commission so he was told don't let  
36 this happen again and the City is looking to you to make sure it does not. He stated there was a  
37 changeover in some department heads but he did not let anyone go, 8-10 directors retired over the  
38 next few years but none were fired and at the City of Sunrise he did not ask one staff person or  
39 director to leave. He stated he has an adaptive management style and treats staff individually, always  
40 with fairness and honesty, the managers and employees have a right to be told the truth and treated  
41 fairly, some need encouragement, guidance, or a little push but he tries to give what is needed to get  
42 the most out of them, it is adaptive and participative and assumes staff can do job and they can prove  
43 him wrong.

- 44  
45 2. Commissioner Herzberg asked Mr. Salerno what he would see as a blueprint for Deltona that  
46 you used in Sunrise, are there any similarities and can you give an overview utility wise.

47  
48 Mr. Salerno answered the cities are very similar, they are middle income, reputation that it was not a

1 place for business other than a Dollar General Store and that embarrassed him but it inspired him to  
2 work harder and want to help and he had great elected officials' that their only reason to serve was to  
3 leave the community better than when it started. He stated there he had no track record initially and  
4 he came forward with some new initiatives and the elected officials gave him the rope but if he let  
5 them down the rope will turn into a noose and he was there for 18 years. He stated there is no magic  
6 formula but you need available developable sites, you have to market the community by establishing  
7 relationships with the local commercial brokerage community, establish a database of information  
8 that tells the site selectors what is good about this community, look at potential to offer incentives  
9 without taking it from the kitty or out of pocket and but you share in the fact that businesses are  
10 going to contribute to the community and most importantly it is the quality of life.

11  
12 3. Vice Mayor Schleicher stated she knew Mr. Salerno had a lot of background but there are  
13 a couple of things that worry her like she read about in the Miami Herald where there were a lot of  
14 negatives, morale was going down in 2012 and you were referred to as bully, a no nonsense person,  
15 accused of lying to the City Commission on traffic accident counts and resigning unexpectedly with  
16 no notice at a meeting and she asked for an explanation.

17  
18 Mr. Salerno answered it was a combination of things and if you look at the articles 4 out of 5 City  
19 Commissioners said positive things, there was some turnover, some staff got shuffled, staff found  
20 not doing their job were found other jobs some from higher positions to lower positions but he did  
21 not reduce the salaries. He stated the reference by one City Commissioner and he does not talk out of  
22 school about his bosses but the comment was about a memo regarding traffic data, the info was in a  
23 memo that came from the police department and given to City Commission; the police went beyond  
24 what was requested and had other info which was totally wrong and wasn't what was asked for. He  
25 stated after he left the city the City Commission raised that as an issue and he did not resign and  
26 walk out it was 10 days to the future and he had the support of the City Commission; tension had  
27 developed over the City Commission and he felt it was best to move on. He stated when he left he  
28 was given a key to the City of Coral Gables, the City gave him and his wife lifetime parking and he  
29 would be happy to take the City Commission down there to meet who they would like. He stated  
30 when you are given a task to do sometimes people do not like the decisions.

31  
32 4. Commissioner Nabicht asked Mr. Salerno why he would not hire himself for this job.

33  
34 Mr. Salerno answered he clearly has a track record and he does not know if he could come up with a  
35 reason however the only reason if it is one is he is not a desk jockey, he will give the City  
36 Commission the most out of the community; if the mindset is to go slow and be cautious then he is  
37 not the candidate for you and you don't take a community like Deltona and turn it into a major  
38 destination by chance, it takes a lot of hard work and will take him, his staff and the City  
39 Commission.

40  
41 5. Commissioner Honaker asked in the past how Mr. Salerno has obtained and dealt with  
42 input from community businesses and community stakeholders.

43  
44 Mr. Salerno answered as a new member to the community he would do a lot of listening especially  
45 in the early months, get out and meet folks and he thinks one of the best ways of gaining input is by  
46 getting out and asking a lot of questions at events, talk with community leaders and longtime  
47 residents, ask what the issues are, what mistakes have been made, what this community would like  
48 to become and use all media to get the word out in the community.

6. Commissioner Smith stated earlier Mr. Salerno had said Deltona has not lived up to its potential yet and she asked Mr. Salerno what would be one of the 1<sup>st</sup> things he would do when he comes here to start Deltona down the path of living up to that potential.

Mr. Salerno answered before he would arrive he would read everything he could and try to know as much about the community as possible and then once he arrives he would be getting out and meeting folks, talking to union leaders, other organizations and groups, meet with the media to see how he can make their job a little better and easier and make sure the facts are correct, need to find out the financial structure, is it structured to take advantage of when the growth occurs provided the Commission says "yes". He stated there are 3 types of places a community has 1<sup>st</sup> is their home, 2<sup>nd</sup> is their job which there are not enough quality jobs in Deltona and 3<sup>rd</sup> the almost nonexistent café, bookstore, the main street that are places to gather and share experiences. He stated if you have those 3<sup>rd</sup> places everyone can come together and feel like it is a community; Publix and Winn Dixie are not a 3<sup>rd</sup> place and quality of life is the key to making things change. He stated you must have a vision that the Commission buys into, be proactive with a City Manager providing the administrative leadership and willing to take risks.

7. Mayor Masiarczyk stated his concern is the City of Deltona is the largest city in Volusia County yet there are many who believe Deltona does not get the respect we deserve from the county and feel the City is not always getting what is best from the county. He asked Mr. Salerno if he will have any conflict or problem representing Deltona's best interest at all times.

Mr. Salerno answered "no", if he is the City Manager he will be Deltona thru and thru; wherever he is at, that is his focus, it will be his home and what he is committed to. He stated the fact that he had five (5) successful years with Volusia County and the fact that he may have some key connections there will be only avenues for doors that may be opened a little quicker and wider but beyond that he does not know why in any way there would be anything other than seeing if there would be some advantage as far as brokering to get those things the City has not been able to get done.

**JANE SHANG:**

Mr. Higginbotham introduced the 3<sup>rd</sup> candidate Jane Shang.

Mayor Masiarczyk offered Ms. Shang the opportunity to make some opening remarks.

Ms. Shang stated she had a reputation of being problem solver, she has law degree, her first job was working for the Boston City Council, she did trial work, was in-house council to Parks, worked with the Mayor and City Council and then moved on to work for the firm Massachusetts Water Resources Authority (MWRA) that was in charge of the cleanup of the Boston Harbor. She stated her expertise was in contracts and real estate and she gained a good reputation as she was able to work with property owners with over a 75% success rate, she managed a group of attorneys and right of way agents for the Massachusetts Bay Transportation Authority (MBTA), she was involved with the Central Artery/Tunnel Project or the Big Dig, was involved with utility corridor development but also the transformation of a city by using transportation and economic development together. She stated she was approached by her old boss since she had done a lot of transportation and construction about doing fiscal management at Logan International Airport and work on airline service development, she worked with all the major airlines and during that time period we had 911 where



1 both planes that downed the World Trade Center came from Logan and as a result there were  
2 unfunded mandates by the Federal Government with a lot of restrictions in regards to security  
3 measures that were implemented and a lot of airports were going under but she worked with the  
4 airlines to get them to work together and was able to get them back in the black. She then went to  
5 Florida to become the Director of Engineering Development for the agency Hillsborough Area  
6 Regional Transit (HART) that had a bus and streetcar system until the economy tanked. She stated  
7 she then looked for a position in El Paso, Texas which gave her the opportunity to get involved with  
8 international commerce where she oversaw the transportation/public works portfolio that included  
9 the streets and traffic departments, bus system, international bridges, general services and facility  
10 management and the engineering and construction department.

11  
12 1. Commissioner Soukup asked what qualifies Ms. Shang to be city manager.

13  
14 Ms. Shang answered she has a very diverse background even though the emphasis is on  
15 transportation, but transportation also goes with economic development because you need to move  
16 people and goods, once you have business you have job creation and then revitalization and quality  
17 of life. She stated as she moved from being an attorney, in construction, finance and international  
18 commerce so you can see the diverse background and as city manager you need a diverse  
19 background so you can figure out and address situations as they come up, she worked with a lot of  
20 organizations and individuals and that is what a community is, it is about being able to work with  
21 different entities.

22  
23 2. Commissioner Herzberg stated Deltona has 400+ miles of roadways and with your  
24 background in transportation and she was not sure if Ms. Shang had reviewed the City's  
25 vision or strategic plan but in the short term what would your 1<sup>st</sup> steps be to address some  
26 of the challenges.

27  
28 Ms. Shang answered she had reviewed the comprehensive plan and it is very difficult to understand  
29 and probably has not been utilized so she believed the City needs to start there because Deltona is  
30 kind of going into a new vision. She stated it started off as a residential community which does not  
31 really work because you need a diverse tax base so you need to start and get a consensus as the  
32 community is composed of the leadership, staff, residents, businesses, organizations, neighborhood  
33 associations and schools and you need to work together. She stated as the City moves forward  
34 because resources are very scarce we need to agree on what the vision is. She stated the  
35 comprehensive plan should be the bible, the plan for the future that has been vetted and agreed to.  
36 She stated once the vetting and agreement has occurred then we can start to implement it and it is  
37 important for trust and transparency to say and do what we say and get results.

38  
39 3. Vice Mayor Schleicher stated her biggest concern was that Ms. Shang's knowledge was  
40 mostly in transportation but as Ms. Shang had explained it ties in with everything else, so  
41 with that if you have conflict between you and staff on what they are doing or with the  
42 Commission how do you go about dealing with that conflict.

43  
44 Ms. Shang answered conflict does not work at any level because it means we are fighting with one  
45 another and not accomplishing anything so what she would do if there is conflict between staff and  
46 the Commission on the vision and implementing it she would find out what staff does not  
47 understand, what tools don't they have and what learning needs to occur because the City  
48 Commission sets the vision, the City Manager and staff implement and make vision a reality; if it is

1 a matter that the skillset isn't there or if it is a misunderstanding of what the City Commission  
2 desires and that does happen sometimes you need to resolve that conflict and find out where the  
3 problem is by having a meeting of the minds. She stated most of the time staff wants to follow policy  
4 directives but may have a mindset that I am only one person or you may have a situation where staff  
5 may want to march to a different tune; the City Manager is a leader but also a disciplinarian and a  
6 watchdog over resources to make sure they are utilized efficiently to meet the needs of the  
7 community.

8  
9 4. Commissioner Nabicht asked who Ms. Shang admires most and why.

10  
11 Ms. Shang answered it is a person that instilled in her to believe in yourself even when things are  
12 tough or when you have given up on yourself, it is a friend or mentor I have because you sometimes  
13 run into obstacles, you start to doubt yourself and sometimes things do not go your way. She stated it  
14 is a person she knows but does not want to mention names that has encouraged her to go for it and  
15 do the right thing, be fair and always leave things better than you found them.

16  
17 5. Commissioner Honaker asked in the past how has Ms. Shang obtained and dealt with  
18 information she has received from community businesses and stakeholders.

19  
20 Ms. Shang answered she has a reputation that she is very approachable and she believes government  
21 is there to serve the community and to assist not to just to exist and when people in El Paso would  
22 come to her and say they have hit a roadblock with maybe staff or whatever she stated her reputation  
23 was she wanted to do the right thing and move things along, make herself available rather than say  
24 no and try to find out what the person wants to do, figure out how to do it and to make changes for  
25 the better.

26  
27 6. Commissioner Smith stated things come out during the vetting process and one of the  
28 things was that Ms. Shang was on administrative leave when she left El Paso and she  
29 asked Ms. Shang to share the circumstances and why she agreed to the clause and payout.

30  
31 Ms. Shang answered El Paso had a city manager who had been there for almost 10 years and there  
32 was a project to build a baseball stadium that included the demolition of city hall, this decision was  
33 not taken to the voters and the voters were not happy and there was a new election that changed the  
34 composition of the city council with a focal point of being transparent and honest about the cost of  
35 stadium, the costs changed, budgets rose and the city manager and she had a philosophical  
36 difference. Ms. Shang stated she believes in transparency and being honest so if she is asked a  
37 question she will tell the truth; the city manager at that time felt she knew more than the city council  
38 and was directing certain results and was not disseminating all the information. Ms. Shang stated she  
39 was asked a question and she answered honestly which contradicted the city manager so there was  
40 discussion on who was telling the truth. She stated after that meeting there was discussion between  
41 her and the city council that she was not suited to be on the city manager's team and the issue was El  
42 Paso did not have any other method except administrative leave; there was no wrong doing or poor  
43 performance on her part, a new city manager came on board and eventually the position was  
44 eliminated.

45  
46 7. Mayor Masiarczyk stated Deltona is our home and will be your home and he asked Ms.  
47 Shang in her research what impressed you the most or was the most challenging thing  
48 that made you apply and want to move to Deltona.

1  
2 Ms. Shang answered Florida was not new to her, she had spent four (4) years in Florida in Tampa so  
3 she is used to the environment in Florida and this is not far from Tampa and she welcomes the  
4 opportunity to come back to Florida. She stated Deltona is like a blank canvass and there is the will  
5 of this city administration to change how it is developed, to make some hard decisions and try to  
6 move the community forward and the City Commission has to ask itself if this is the path it wants to  
7 follow to benefit the community. She stated she saw that as an opportunity, she likes to see things  
8 happen and see results and that is very enticing however sometimes in a large bureaucracy things can  
9 move slowly and there is only so much you can do. She gave an example of Boston where some of  
10 the projects she was working on are still being worked on and that has been a while. She stated she  
11 believes Deltona does not want to wait that long and realized when she was meeting with individuals  
12 along with the city administration there is the will of the community to better itself and have a role;  
13 the community is a mixture of the city administration, staff, residents, neighborhood associations,  
14 businesses and schools with all coming together and agreeing with the vision, combining resources,  
15 moving in that direction and sticking to it.

- 16  
17 8. Commissioner Soukup stated the City Commission is very diverse, Deltona is very  
18 diverse and we say we live in a city not a community and he asked Ms. Shang what she  
19 can do to turn the city into a community.  
20

21 Ms. Shang answered recognizing the value in the diversity in the community and pulling all the  
22 parties together, not everyone will be in agreement at every moment but everyone needs to come  
23 together and she thinks the community can. She stated one thing she would like to work on is the  
24 infrastructure because knowing Deltona was planned as a bedroom community there are five (5)  
25 problems with that; time, cost of travel, where you are spending your money (not in Deltona), with  
26 all the traveling you are wearing down the infrastructure and air quality issues that are working  
27 against the vision and development. She stated she would like to look at areas where we can change  
28 the infrastructure to create connectivity and encourage retail and commercial economic  
29 development; you need more than one way in and out. She stated the second area is she wants to  
30 build community consensus because there is a general distrust of government and you waste too  
31 much time justifying and wasting resources so, the city manager should go out and work with the  
32 community to get them on board.  
33

- 34 9. Commissioner Herzberg asked Ms. Shang her views on working on other entities in the  
35 region.  
36

37 Ms. Shang answered resources are scarce so why should we duplicate and Deltona benefits from  
38 regional issues as well and there is nothing wrong with partnering with county, state or public/  
39 private partnerships.  
40

- 41 10. Commissioner Honaker asked Ms. Shang what is the purpose and use of a strategic plan.  
42

43 Ms. Shang answered the strategic plan is the subset of the comprehensive plan and is your more  
44 immediate goal, your five (5) year horizon and it needs to be updated.  
45

- 46 11. Mayor Masiarczyk stated Deltona is a very diverse community and his real concern is  
47 that the community is unique in a lot of ways as it was started as a retirement mecca and  
48 he agrees with Ms. Shang that it is a canvas that just has not been filled in and we would

1 like to see that canvas filled in with a multitude of things. He talked about the  
2 Commission having a lot of “A” personalities that sometimes do not get along together;  
3 we do disagree sometimes but we can come to a consensus, we all love this place and  
4 would like to see it get a lot better. He stated he had heard her comment that she does not  
5 like to sit in the office all day, a comment that he likes and asked Ms. Shang what she can  
6 bring along to get that 1<sup>st</sup> foothold that is best for Deltona.

7  
8 Ms. Shang answered she has a varied background on a lot of issues and she is a people person so she  
9 will try to get a pulse by speaking with a lot of individuals asking what they think because  
10 sometimes what you think is the problem may not be the problem, her approach is you have to know  
11 and understand the problem and what the user goes thru by being a participant for example when she  
12 transformed Sun Metro which was the bus system in El Paso that she felt was very dysfunctional,  
13 she spoke with staff about the obstacles, spoke with department heads and managers, spoke to the  
14 bus drivers and mechanics, rode the bus, spoke to the users, asked what were their expectations, and  
15 she couldn't do that from behind a desk, she had to figure it out as a user. She stated you just need to  
16 go thru the process.

17  
18 Mayor Masiarczyk called a recess at 2:41 p.m. and reconvened at 2:56 p.m.

19  
20 **A. Discussion & Selection of New City Manager.**

21  
22 Mayor Masiarczyk thanked Mr. Higginbotham for all his help in this endeavor.

23  
24 Commission closing comments:

25  
26 Commissioner Soukup stated he knew this process was long and tedious and all the candidates had  
27 very good pros, some cons, and he went back to the very beginning where his first two (2) picks  
28 were Brillhart and Davis, he values the other Commission Members' opinion, he liked Brillhart  
29 mainly because his answers were short, wished Mr. Brillhart was more of a take charge guy, Mr.  
30 Salerno's reputation speaks for itself but does he operate like a gestapo and Ms. Shang is a  
31 transportation expert and has been successful everywhere she has been but sometimes with answers  
32 less is more.

33  
34 Commissioner Herzberg agreed the process has been long but this is one of the most important  
35 things we will do, we have three (3) qualified candidates but the Commission needs to look at  
36 ourselves, we say we want a leader and a strong person but is that what we really want. Ms. Shang  
37 said Deltona is a blank canvass and we need to look at ourselves and ask are we up to that challenge  
38 to hiring a strong person and she believes we are.

39  
40 Vice Mayor Schleicher stated the Commission has to look at what is best for city, we know we want  
41 a leader but one thing we cannot sacrifice is morale of the community, Ms. Shang had not been her  
42 top choice but as she listened to what Ms. Shang had to offer, a good leader can take those skills and  
43 put them in everywhere and she was always told as a teacher it didn't matter what grade you teach if  
44 you have the skills and yes, Ms. Shang has a strong background in one area, has done the job well  
45 and she has those skills, good conflict resolution and a good open personality. She stated she  
46 watched how Ms. Shang interacted with the people and that told her a lot. She stated we need to look  
47 for a total fit for the community and a leader and this is the way we need to go.

1 Commissioner Nabicht stated he made a request to include “none of the above” on the ballot and he  
2 hopes the Commission has the courage today as the vote has to be supermajority 5 positive votes for  
3 the candidate selected. He stated he does not want to have to mark the candidates 1, 2, and 3; there is  
4 only one candidate that he would hire but he is willing to go back to the drawing board if others  
5 don’t vote for the candidate he chooses and he hopes the rest agrees with the process.

6  
7 Commissioner Honaker stated all are qualified in their own right, some in transportation, Ms. Shang  
8 would be great if there was an opening in transportation or as City Attorney, Mr. Salerno stood out  
9 as he did his research and others did not, he has a proven track record and is a leader, he liked Mr.  
10 Salerno’s answers, he talked about branding and strategy, he has unparalleled Florida experience, we  
11 don’t need to train someone and overall his answers were positive.

12  
13 Commissioner Smith stated she wished the Commission had done a vision and strategic plan before  
14 the interviews because we have to decide what we want and each candidate offers different  
15 perspectives, the way Salerno turned around two (2) cities is amazing, even though Deltona is in  
16 financially good condition imagine having someone that has proven himself twice, she loved Ms.  
17 Shang’s personality but not sure she has the leadership skills yet and are we patient enough for her to  
18 develop them and she likes that Ms. Shang looks at Deltona like a blank canvas. She stated regarding  
19 the process she does not want to leave here today like we have settled because Deltona deserves  
20 better; we all see different things in different people, Mr. Salerno talks about coming back, she liked  
21 Mr. Brillhart but she wants someone who will move quicker, we need to talk to each other and ask  
22 what we want before making a decision.

23  
24 Mayor Masiarczyk stated he came in with a choice and he was moved to change his mind, he was  
25 impressed with all three (3) candidates and wished we could mold them into one to make the perfect  
26 candidate. He stated we did not as a commission that he could remember say we were going to  
27 choose 1, 2 and 3, just that we were going to make a decision, we need to make 1<sup>st</sup> choice, discuss  
28 further and then rank if we want to and if someone is not in the mix narrow it down to make the  
29 discussion easier.

30  
31 Commissioner Honaker stated the Commission has always done a 1, 2, 3 process and now to switch  
32 to one choice changing the process is not a good idea. Mayor Masiarczyk stated there was a change  
33 in the charter that it takes a super majority vote and the Commission sets policy so if the  
34 Commission takes a vote and one (1) candidate is not in the mix it allows the Commission to narrow  
35 it down. He added it is just a recommendation.

36  
37 Commissioner Herzberg stated we should rank top choice to be processed and if it is not five (5)  
38 votes for the same person and if one (1) person is eliminated then we can have discussion and do a  
39 re-vote.

40  
41 Mayor Masiarczyk asked the Commissioners to mark their ballots and turn them into the City Clerk.

42  
43 **The City Clerk read the tally for the record; Salerno 2, Shang 4 and Brillhart 1. Another ballot**  
44 **was passed out to the Commission Members.**

45  
46 Commissioner Soukup stated he did not have any other comment other than he had believed all of  
47 the candidates would end up on the board.  
48

1 Commissioner Herzberg stated she stood by her same situation when you are looking at making  
2 changes the Commission has to be strong enough to stand by them and when we select a manager we  
3 have to own it and stand by that decision.

4  
5 Vice Mayor Schleicher stated the problem she has with Salerno is the negative feelings and he tried  
6 to explain it but she has heard those comments from many different places and we do not need those  
7 negative vibes around. She stated Ms. Shang made clear that the city manager needs clear direction,  
8 needs to make sure those directions are followed, work through conflicts as sometimes it takes time  
9 to find the root of the problem and make the effort to correct it.

10  
11 Commissioner Nabicht agreed with Vice Mayor Schleicher that a teacher and a leader being the  
12 same thing is true. He stated in his previous life as Deputy Chief in the Fire Service along with  
13 Deputy Chief Bob Rogers where neither one was a paramedic yet on the emergency scene they were  
14 typically the strongest officers and would be called in to take over major incidents; they did not have  
15 to be a paramedic to lead a paramedic. He stated Ms. Shang is an organized and critical thinker, she  
16 thinks on her feet and that is why he asked the question about the hot dog to see if the candidates  
17 were critical thinkers, she comes across as welcoming and we talked about branding the community  
18 and being open for business and that is the direction he feels, that is what comes across from Ms.  
19 Shang if she is sitting across from a new business and it is important for there to be a welcoming  
20 feeling. He stated she is a negotiator; she will solve problems and bring people together.

21  
22 Commissioner Honaker stated all three (3) have their skills, Ms. Shang was his 2<sup>nd</sup> choice and he is  
23 ready for a super majority vote for Ms. Shang.

24  
25 Commissioner Smith stated she does not have major problems with Ms. Shang's candidacy but a few  
26 things struck her; Ms. Shang was in Tampa four (4) years but left when economy changed, when in  
27 El Paso there was an issue with the city manager and knew she was right, she was transparent and  
28 did what was ethical and left but I would not have just left and not fought that fight. She stated it  
29 appears this is the will of the Commission so she can support Ms. Shang's candidacy however how  
30 well does Ms. Shang know sunshine law and one candidate has all experience here, talked about  
31 making sure education and certifications align with city manager experience and Ms. Shang does not  
32 have ICMA but as deputy manager whose goal is to be a city manager why doesn't she have it.

33  
34 Commissioner Nabicht asked if all three (3) candidates have left and Mr. Higginbotham replied  
35 "yes".

36  
37 Mayor Masiarczyk agreed with Vice Mayor Schleicher and Commissioner Nabicht and he liked the  
38 blank canvass and that if you are a leader you can lead, he sees a quality and freshness, not being a  
39 member of the ICMA organization which promotes other city managers and is an educational  
40 opportunity like the League of Cities is not a failing, he sees a bright opportunity, she doesn't fit the  
41 normal mold, she will be recognized and will stand out as new and fresh. He stated he was really  
42 turned off by his 1<sup>st</sup> choice after today and the fit with the Commission changed his final decision  
43 making.

44  
45 Commissioner Soukup stated when the Commission started this process he was listening to the rest  
46 of the Commission and what the Commission said was it was looking for someone with experience,  
47 someone that would not be afraid of the Commission and all of a sudden opinions have changed, do  
48 you want someone you can dominate or tell what to do. He stated Mr. Salerno explained why he

1 cleaned house in Coral Gables; people were lazy, not doing their jobs, were too comfortable and the  
2 inmates were running the asylum and our City has situations like that right here and he does not  
3 believe Ms. Shang will come in and take care of business, she is going to take longer than 6 months  
4 and he agreed now that the Commission should of done a strategic plan before we picked someone.  
5 He stated he is baffled because the Commission keeps changing what it is looking for.

6  
7 Commissioner Herzberg stated up to this point she had talked in generalities, Ms. Shang was not one  
8 of her 1<sup>st</sup> choices out of the first 6 candidates but she became her #1 choice, she researched each of  
9 the 12 candidates thoroughly, she contacted all of her contacts especially the contacts in Florida and  
10 several people knew Mr. Salerno, she does not have a problem with articles because as city manager  
11 part of their tenure will be media and can have someone write a great or negative article. She stated  
12 she used the contact info she had and Mr. Salerno had transparency and ethical issues, she agreed  
13 with cleaning house in Coral Gables but she also heard about department heads having parties in two  
14 (2) different cities when he left, however, she does not take that 100% as it depends on the situation.  
15 She stated Ms. Shang is her 1<sup>st</sup> choice because of her transportation background as the City is  
16 dealing with Florida Department of Transportation (FDOT) which is one (1) of the City's main  
17 issues that needs to get straightened out, she knows the Sunshine Law, has Florida experience as an  
18 attorney, has airport experience, worked on the Boston Harbor cleanup and the State of Florida is  
19 looking at environmental cleanup issues and she can look at Amendment 1 and try to get some  
20 money for the City, she is progressive, quick on her feet, all 12 candidates were qualified and her  
21 choice is Ms. Shang because she is a blank canvas and because the City is a blank canvas she thinks  
22 the City is in need of being looked at with fresh eyes.

23  
24 Vice Mayor Schleicher restated concerns with Mr. Salerno with transparency, negativity and he  
25 ought to know Deltona because he used to work here, Ms. Shang has the ability to work with people  
26 and if someone is lazy or does not have clear direction, the materials or if information is wrong and  
27 needs to be reprimanded she would do it after research.

28  
29 Commissioner Nabicht stated he does not think he varied one (1) bit from the original course, he  
30 worked with information given, if new information comes available you adjust, he has not changed  
31 his focus and he cautioned do not mistake Ms. Shang's kindness for weakness, she is going to be  
32 someone that looks at staff and not listen to what he or Mr. Baker or whomever tells her, she will  
33 look at it herself and if salvageable and can mold to what she wants she will take the appropriate  
34 action, and she has a vision and is compassionate. He stated Mr. Salerno brings a lot but, his  
35 Volusia County experience was involved with starting the Ocean Center which is like a boat on the  
36 water with a hole in it that the county pours money into and he was instrumental in starting  
37 EVAC/Emergency Medical Services and both organizations continue to plague this county taking  
38 lots of dollars with no result.

39  
40 Commissioner Honaker stated all the candidates have vast experience, the Commission has always  
41 worked as a team, he sees four (4) seasoned Commissioners who want Ms. Shang and he will go  
42 along with the majority.

43  
44 Commissioner Nabicht commented he does not want Commissioner Honaker to not have a comfort  
45 level with choosing Ms. Shang and Commissioner Honaker replied he does.

46  
47 Commissioner Smith stated she does not perceive Ms. Shang as being weak and Commissioner  
48 Soukup stated neither do I. Commissioner Smith stated what she wanted to see more of was the title

1 of City Manager, more management experience and that the City's first order of business has to be  
2 getting the Strategic Plan formed with the community's input so that Ms. Shang has a clear vision of  
3 what the Commission wants, the City Commission has to provide clear direction, and a people  
4 person is important but, does not necessarily equate to a strong manager.

5  
6 Mayor Masiarczyk stated he agreed with Commissioner Nabicht that the Commission did not veer  
7 from its original course but, may have seen things differently. He stated the Commission has  
8 interviewed a lot of people and he looked beyond what clubs and organizations the candidates  
9 belong to but, to what the candidates can accomplish. He stated the Strategic Plan is important and  
10 he asked how many of the Commissioners have read the current Strategic Plan which is a combined  
11 influence of all the Commission and once the Commission sets and accepts the plan it needs to  
12 follow it and stay out of staff's business. He stated Commissioner Smith has never served on a City  
13 Commission she served on the School Board which is a totally different animal and has done an  
14 outstanding job, he loves her ability to stand up and that is what he sees in his candidate. He stated  
15 the Commission made one (1) of the greatest choices in Commissioner Smith and that is what he is  
16 looking at in a potential candidate. He stated he did not like being lobbied, he looked beyond that to  
17 see what he could pick out, and today he changed his mind, he supports and will vote for Ms. Shang.

18  
19 Mayor Masiarczyk asked the Commissioners to mark their choice on the ballot and then a motion  
20 can be made to send a strong message that it supports the candidate.

21  
22 Mayor Masiarczyk opened the meeting for public comments.

23  
24 Maritza Avila Vasquez, 752 Waterfall Circle, Deltona, stated sometimes people do not have  
25 experience but, have the background, she was a manager in an IT Department with 30 men, she was  
26 not underestimated because she was powerful, she had the knowledge and learned the job and Ms.  
27 Shang seems very qualified.

28  
29 Jianna Green, 1531 Toluca Ct, Deltona, stated all the candidates are qualified, presented themselves  
30 to the best of their abilities, Ms. Shang has an impressive resume and she does not see her as a fit for  
31 the future but, she will support her. She stated she wants to see Deltona move forward because she  
32 is not going anywhere.

33  
34 Mayor Masiarczyk stated that was sweet and he wished more young people would get involved in  
35 the community and activities.

36  
37 Deborah Suit-Green, 1531 Toluca Ct., Deltona, stated she agreed with her daughter regarding the  
38 candidate's qualifications, she wished all the candidates could be combined into one (1), the City  
39 could benefit from each candidate but, she did not hear any of the candidates really talk about  
40 diversity. She stated she hoped the person that comes in here is willing to change the face, the City  
41 is diverse and not just compartmentalize, Deltona's future should look like us, the City will grow  
42 when it is diverse and it benefits from the differences, and that is all that she asks. She stated  
43 everything needs to be looked at and needs to be reflective of the community.

44  
45 Mayor Masiarczyk closed the meeting for public comments.

46  
47 Mayor Masiarczyk asked the City Clerk to read the tally and Ms. Raftery read the tally as follows: 7  
48 votes for Jane Shang.



1  
2 Mayor Masiarczyk stated the vote was a unanimous decision and a motion is in order.  
3

4 **Motion by Commissioner Honaker, seconded by Commissioner Herzberg to authorize that the**  
5 **Mayor and City Attorney negotiate a contract with Jane Shang for the position of City**  
6 **Manager for the City of Deltona.**  
7

8 **Motion carried unanimously with members voting as follows: Commissioner Herzberg, For;**  
9 **Commissioner Honaker, For; Commissioner Nabicht, For; Commissioner Smith, For;**  
10 **Commissioner Soukup, For; and Vice Mayor Schleicher, For.**  
11

12 Mayor Masiarczyk asked Mr. Higginbotham and the City Manager to get together and make the call  
13 and set up an opportunity for him and the City Attorney to meet and he will be at the City Manager's  
14 leisure except for tomorrow afternoon.  
15

16 **5. Adjournment:**  
17

18 There being no further business the meeting adjourned at 3:46 p.m.  
19  
20  
21

22  
23 \_\_\_\_\_  
24 **John Masiarczyk Sr., Mayor**  
25

26 **ATTEST:**  
27  
28

29 \_\_\_\_\_  
30 **Janet Day, Deputy City Clerk**